SERVING THE TOTAL FOODSERVICE INDUSTRY NOVEMBER 27, 1991

®RESTAURANTS & INSTITUTIONS

What The Top 50 Chains Are Doing About WASTE

Bean Soups

Sicilian Dishes

Ivy Food

No-Bake Desserts

A CLASSIC CARIBBEAN BEAN SOUP

More Inside! See Page 4

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32 R&I EXCLUSIVE: STATUS OF SOLID-WASTE PROGRAMS

How goes the Green Revolution? *R&I* surveyed the top 50 foodservice companies on what they're doing. Some say their programs are paying off in more than just good public relations. Others are bogged down by lack of a market for recycled materials, as well as differing local laws and regulations. Operators interviewed share what it will take for their initiatives to survive.

58 NO-NONSENSE NO-BAKE DESSERTS

For every customer looking for an alternative to rich, baked desserts, there's a creative chef at work concocting desserts not bound for the oven but bound to please. Yogurt treats, poached fruits, mousses, chocolate pasta and spaghetti ice cream are a few of the tempting ideas to be sampled in Taste.

78 ON THE COVER: CHEFS SPILL THE BEANS ABOUT SOUPS

A high nutritional profile has given the lowly bean new status on the menu. Soups made with beans provide a good source of protein without the use of expensive meats in recipes. Adding body to the broth, they make a soup you still can sink your teeth into. The latest recipes out of the bag use new flavor combinations and presentations, such as the scoop of white rice with red pepper in black bean soup featured on our cover.

107 IVY FOOD: ONE GREAT SALMON DISH

R&I Ivy Award winner Victor Gielisse, chef-partner at Actuelle, Dallas, reports that his recipe for a vodka-marinated salmon dish can be simplified for midscale restaurants by substituting less costly ingredients for the vegetable accompaniments. Try it!

117 FALL ROUNDUP OF FOODS AND SUPPLIES

Many new products in this late-autumn review have a "message" about nutrition. Low-sodium soups; fat-free cookie and cake batters; and fresh, frozen and smoked turkey products join recipes and promotions that target young customers with good-for-you news and info.

TASTE: No-bake desserts turn patrons on . . . 58

TRENDS

POLLS SHOW COLLEGE STUDENTS ARE FREQUENT RESTAURANT GOERS

Each week, undergraduate students at four-year colleges eat more than 4 million fast-food meals and pay 3 million visits to full-service restaurants, according to Roper CollegeTrack, a New York-based market research and consulting service.

The CollegeTrack polls students on campus trends, lifestyles and attitudes. The portrait that emerges from this survey is one of a consumer with a high level of disposable income who is a frequent patron of restaurants, a heavy user of credit cards and automatic teller machines, and highly sensitive to environmental issues and advertising.

The following are highlights from CollegeTrack reports.

□ The total college market comprises 9.1 million full-time students: 5.6 million full-time undergraduates at four-year schools, 1.8 million full-time students at two-year schools, and 1.7 million full-time graduate- and professional-school students.

□ Full-time undergrads represent total buying power of $30 billion and total discretionary spending of at least $7.5 billion.

□ In a CollegeTrack study conducted in April 1991, about three-quarters of all undergraduates nationwide reported that they had gone to a fast-food restaurant in the preceding week, and about half had patronized a full-service restaurant. About one-third also said they had called out for food at least once in the past week.

□ Of the approximately 80% of students who said they had eaten at a fast-food restaurant in the past month, one in six say they visit McDonald's, three in 10 go to Burger King, and two in 10 go to Wendy's and/or Taco Bell.

□ Nevertheless, when asked how concerned they are that the foods they usually eat provide proper nutrition, 29% said they were very concerned and 51% were somewhat concerned. Only one in five students expressed little or no concern about nutrition.

□ College students are much more likely than consumers in general to recall having seen advertising or labels promoting environmentally safe products (87% vs. 65%).

□ Fully half of all undergraduates say they have chosen a brand because of an environmental message in an advertisement or on a label.

□ More than four in 10 undergraduates live off campus, and they are more likely to eat out at a full-service restaurant (54% vs. 47%). However, more dorm residents than off-campus dwellers call out for food on a weekly basis.

□ Nearly two-thirds of students have a car with them at school, which means that they have the mobility to go out beyond the environs of their campus.

□ Students are more likely than other consumers to use an ATM (47% vs. 20%) and to use a credit card (41% vs. 34%) in the past week. Two-thirds of undergraduates own at least one credit or charge card. By contrast, 62% of all adults—and just 51% of 18-to 29-year-olds in general—carry credit cards.

□ In a 1990 poll, half of America's college student named pizza as their favorite food, while 25% said Italian was their favorite kind of restaurant.

—Rajan Chaudhry

PIZZA REIGNS ON CAMPUS

Asked to cite the most popular food on campus, half of college students picked pizza.

Pizza	50%
Hamburgers	7
Sandwiches	4
Chicken	2
Mexican	2
French fries	2

ITALIAN TAKES TOP HONORS

Asked what kind of food was served at their favorite restaurant, one-quarter of college students said Italian.

Italian	25%
Chinese	16
Seafood	16
Mexican	14
Pizza	13
American	13

Source: 1990 MTV-Roper CollegeTrack Report—A Study of Campus Trends, Lifestyles and Attitudes

■ OPERATIONS

WHO'S LEADING THE GREEN REVOLUTION?

ONLY FIVE OF THE TOP 50 RESTAURANT COMPANIES HAVE DEPARTMENTS DEDICATED TO ENVIRONMENTAL ACTION. FOR AN $88 BILLION CHUNK OF THE ECONOMY, THAT'S NOT GOOD.

By Brian Quinton and Jeff Weinstein

When giant McDonald's gave up the foam clamshell for paper sandwich wrappers, it seemed the foodservice industry was on its way to a green revolution.

McDonald's switch was supposed to herald a new ecological consciousness in the foodservice industry. Customers would sort their refuse. The polystyrene-recycling industry would wither for lack of product. "Green marketing" would sweep the industry, as ads pushed chains' earth-friendliness. And forward-thinking companies would build ecological concern into their corporate structures, signaling that environmental responsibility was as important as the fiscal kind to business in the '90s.

Twelve months later, how goes the revolution?

Much more slowly than expected. An *R&I* survey of the top 50 chains in our 1991 400 ranking found that only five out of 50 have departments of any size devoted solely to overseeing their environmental affairs. Of the companies polled, only McDonald's, Kentucky Fried Chicken, Domino's, Dunkin' Donuts and Walt Disney dedicate one specific department or manager to supervising their total ecological impact. Most of the rest give responsibility for all things ecological to operations or to purchasing, or spread it out among several departments.

The survey results—posted in the accompanying chart—also show that environmental initiatives drop off among the second 25 companies. The major exception here is the lodging chains, most of which piggyback foodservice ecology onto their custodial waste programs.

A PUBLIC AFFAIR

Among foodservice companies, McDonald's, Oak Brook, Ill., has positioned itself at the head of the green brigade with its well-publicized packaging changes and the McRecycle initiative, which commits $100 million to the purchase of products from second-use materials.

McDonald's is also the only company to collaborate with an outside agency on an

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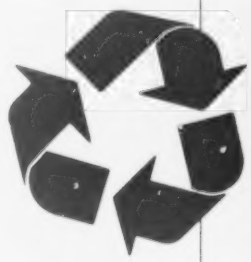
Like Arby's, many companies recycle materials with ready markets such as corrugated cardboard. Ironically, that high recycling rate drives down the price for such items in some markets, making it less cost-efficient.

ENVIRONMENT

	McDonald's	Burger King	KFC	Pizza Hut	Hardee's	Wendy's	ARA	Marriott Mgmt. Svcs.	Domino's	Taco Bell	Dairy Queen	Red Lobster	Sheraton	Denny's	Arby's	Little Caesars	Canteen	Marriott Lodging	Caterair *	Hilton Hotels	Subway	Service America	Big Boy *	Shoney's	Jack In The Box
RECYCLING																									
Non-food paper	●	●						●	●	●			●					●			●			●	
Food wrap		●						●	●																
Polystyrene foam	●		●		●	●		●			●	●	●	●								●			
Aluminum, tin, glass	●		●				●	●	●	●	●	●	●	●		●	●	●		●	●	●			
Packing paper	●	●					●	●	●	●			●			●		●		●	●				
Corrugated cardboard	●	●	●	●	●	●	●	●	●		●	●	●		●	●		●		●	●	●		●	●
Fryer oil	●	●			●	●		●			●	●	●												●
Recycled material use:																									
Non-food paper	●	●	●		●	●		●	●	●	●	●	●	●	●					●				●	●
Food wrap					●				●																
Recycled content in supplier packaging	●	●	●		●	●		●	●	●	●	●			●	●									●
REDUCTION																									
Reduce supplier packaging	●	●	●	●	●	●	●	●			●	●		●	●	●					●				●
Bulk pack items	●	●		●	●	●	●	●				●	●		●	●				●	●				●
In-store reduction:																									
Reduce food packaging	●	●	●		●	●		●	●		●	●			●	●					●				●
Eliminate some packaging	●	●				●		●				●			●	●									
Alter packaging material	●	●	●		●	●		●			●				●	●					●				●
Replace polystyrene foam	●	●				●		●	●				●		●	●	●								●
Reduce paper volume	●	●	●		●	●	●	●			●	●			●	●									●
Cut single-wrap items					●			●								●									
Condiments in bulk/on demand	●				●						●				●	●									
Supplies on demand							●				●														
Drop chlorine-bleached paper	●	●	●			●			●				●	●	●	●				●					
REUSE																									
Utensils, wares				●				●				●	●							●					
Permanent cups				●			●	●				●	●							●					
Other service changes	●					●		●				●									●				
DISPOSAL																									
Composting		●	●					●				●													
Compacting	●	●			●	●		●			●	●	●		●					●	●				
On-site incineration								●																	

*Did not answer survey. Source: Information from individual companies. © *Restaurants & Institutions*



R&I'S FIRST EXCLUSIVE SOLID-WASTE SURVEY

For this first-ever ranking of who's doing what, environmentally speaking, *R&I* contacted the top 50 foodservice companies in its annual 400 ranking. We asked whether the company had the environmental initiatives listed on the chart's left margin in rollout or in test, either systemwide or in smaller segments of the chain—among company-owned stores, for instance, or among one or more franchisees.

The chart at left makes no distinction between test projects and systemwide policies. The editors' aim is to provide a base-line look at where the industry's sales leaders stand now in the drive for solid-waste solutions. Since the survey's focus is foodservice waste, the chart does not include office waste reduction or recycling programs at company headquarters. Programs at commissaries or distribution centers are included if they involve foodservice packaging, shipping or waste.

	Sizzler *	Dunkin' Donuts	Hyatt Hotels	Holiday Inn *	Long John Silver's	Choice Hotels *	7-Eleven	Ponderosa *	Baskin-Robbins *	The Olive Garden	Morrison's Custom Mgmt.	Carl's Jr.	Popeyes *	Westin Hotels	Friendly *	Bonanza *	Inter-Continental	Church's *	T.G.I. Friday's	Walt Disney World	Perkins	Ogden Svcs. *	Bennigan's *	Dobbs Intl.	Chi-Chi's
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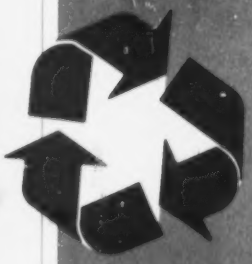
CONFLICTING INFORMATION ON SOLID-WASTE ISSUES



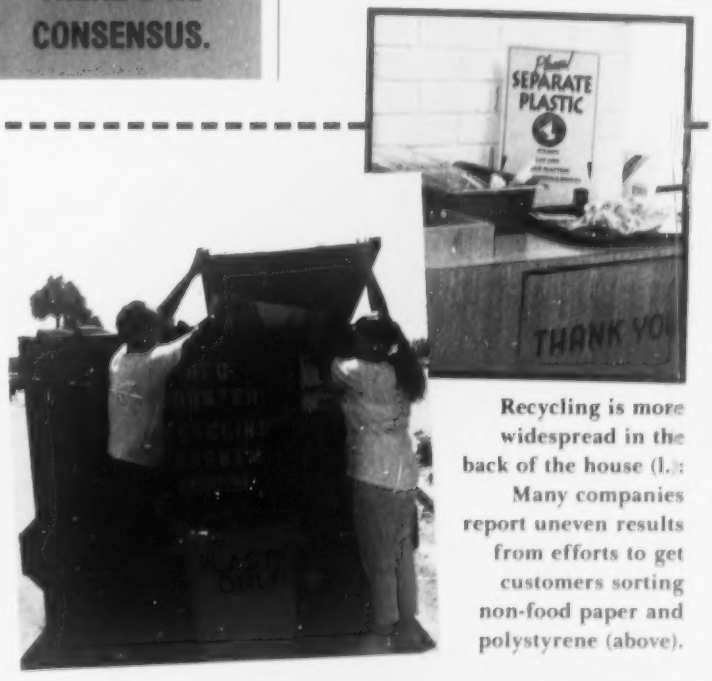
PREVENTS SOME CHAINS FROM TAKING ACTION. PAPER OR POLYSTYRENE? THERE'S NO CONSENSUS.

ecological study. That joint project with the Environmental Defense Fund resulted last April in 42 current or planned moves to test source reduction, recycling, reuse and innovative waste disposal.

But Marriott Corp., Washington, while not publicizing its efforts as well as McDonald's, is as environmentally active as the burger giant, responding "yes" to 23 of the 27 initiatives on *R&I*'s survey. For instance, to reduce food waste, its Management Services division is purchasing more precut and cleaned produce. Many accounts also are going back to cloth cleaning rags because they can be laundered and reused.

Walt Disney World, Orlando, Fla., produces 35% of the energy it consumes by burning nonrecyclable trash. The company, which already recycles in the back of the house, is currently researching ways to get visitors to recycle the waste of 80 million meals and snacks consumed annually in its theme parks.

Another active company is Orlando, Fla.-based Red Lobster. The General Mills-owned chain has eliminated all paper products from the dining room and has contracted with a glass recycler in the Southern California market. Among other creative projects, every unit is reusing the ink cartridges for computer printers.



Recycling is more widespread in the back of the house (l.): Many companies report uneven results from efforts to get customers sorting non-food paper and polystyrene (above).

RECYCLE, REDUCE, REUSE

As the survey shows, most of the others are implementing, or at least testing, some form of solid-waste solution—usually recycling, reduction and reuse programs.

Recycling. Most of these efforts begin with recycling, which holds out the prospect of reduced waste-carting costs and landfill tipping fees by thinning a store's waste stream. The most widely mentioned recycled item is corrugated cardboard. Atlanta-based Arby's stores, for instance, recycle 150 pounds of corrugated cardboard a week. Some chains, such as Domino's, arrange to have their suppliers back-haul cardboard to their plants in areas where trash haulers are reluctant to pick up cardboard for recycling.

The Ann Arbor, Mich.-based pizza giant also recycles its takeout boxes. The octagonal box, reconfigured from a square to save 10% on materials, is a hot item with customers. Many operators offer a bounce-back coupon that pays customers 25 cents for each pizza box they recycle. Domino's Environmental Coordinator Larry Hull says 20% to 30% of franchisees' customers participate in the program.

Red Lobster recycles fryer oil in almost every unit. Grease is poured into a lockable 55-gallon square bin behind the restaurant. A tanker truck from a recycling company comes by regularly to siphon out the grease and clean the bin. The grease is recycled to produce, among other things, dog food and makeup.

Reduction. Red Lobster also has rolled out one of the industry's largest waste-reduction programs. The chain expects to reduce front-of-the-house trash by 4.7 million pounds per year systemwide by switching from paper place mats and napkins to linen ones. (The cost of leasing and laundering linens is six times that of using paper.)

As part of ARA Services' "Earth Sense" campaign, 28,000 refillable mugs have been sold to clients. At one hospital account with 500 employees, this action has eliminated 1,500 disposable cups a day. This action saves the hospital $10,000 a year, ARA says. The mugs range in price from $35.25 per case of 32 22-ounce mugs to $106 for a case of 100 12-ounce mugs. Philadelphia-based ARA uses the money generated for a variety of environmental programs.

Reuse. Subway is working with a meat supplier whose cartons can be transformed into carryout trays. Customers are encouraged to bring the tray back for further reuse. A box is good for four or five uses before losing its integrity, executives for the Milford, Conn.-based chain say.

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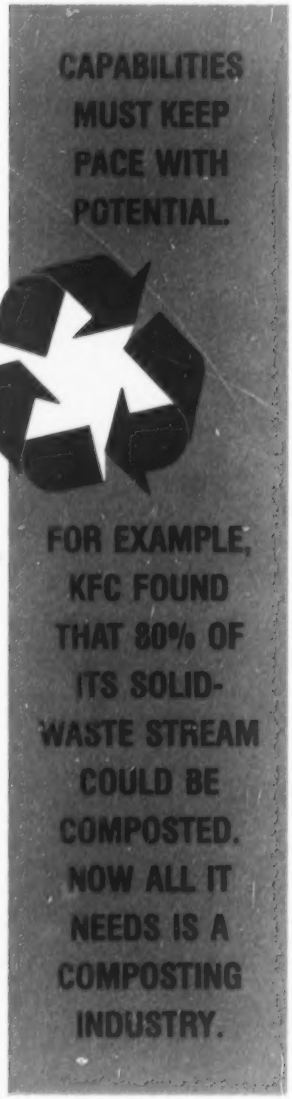
CAPABILITIES MUST KEEP PACE WITH POTENTIAL.
FOR EXAMPLE, KFC FOUND THAT 80% OF ITS SOLID-WASTE STREAM COULD BE COMPOSTED. NOW ALL IT NEEDS IS A COMPOSTING INDUSTRY.

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International Dairy Queen, Bloomington, Minn., sends the packaging for delicate waffle cones back to the manufacturer for reuse around later shipments of cones.

Composting. In composting, organic wastes are broken down naturally and processed into soil enhancers. It is expected to become an important resource-recovery technique, capable of transforming up to approximately 80% of foodservice trash into soil enhancers, according to Glenn White, a senior packaging engineer in KFC's research department. But the industry is still in its very early stages, and only a handful of major chains are testing composting programs.

This summer, Louisville, Ky.-based KFC conducted a three-week composting test in eight Massachusetts units, hauling presorted trash to a composting site in Maine. A KFC supplier underwrote the test, which turned store garbage to usable compost in 45 days. "We found that 80% of our waste stream is compostable," says White. "That should be the case in most fast-food restaurants."

A complete composting infrastructure is still five years away, according to White, making cost calculations rather theoretical now. But he believes landfill closures and climbing tipping fees will make composting competitive. "Besides, this is a long-term thing," he says. "We're proving that we can make it work operationally, so that when the composters get their ducks in a row, we're ready for them."

WHAT'S THE PROBLEM?

These are all admirable efforts, and, taken together, they show that the 50 industry sales leaders are pursuing a range of options for becoming better planetary citizens. But the chart of these efforts still shows a disturbing amount of blank space, and a surprising number of big companies testing three programs instead of 13 or 30.

Why aren't more companies trying to recycle in the front of the house? Or looking for ways to reduce the number of individually-wrapped items? Why is only 0.002% of foodservice polystyrene now being recycled? Why haven't more chains dropped chlorine-bleached paper? In other words, what's holding up the green revolution?

Technological confusion. Years of conflicting expert opinion and lobbying by interested parties make it harder than ever to answer some solid-waste questions, which tends to freeze some companies into inaction. The paper vs. polystyrene foam debate hinges on which part of the product's life cycle is studied. Paper takes up less landfill space and is biodegradable in theory—when exposed to sunlight and the elements; but foam makes less trash by weight, and its manufacture consumes less energy and creates fewer harmful by-products. Paper can be recycled. So can foam—but under current Food and Drug Administration guidelines, not into packaging that comes in direct contact with food.

This confusion is one reason most companies do not advertise the ecological steps they're taking. The feeling is, just *do* it, whatever it is, and let the customers who care know that you're doing it. But don't shout it from the rooftops, or you might wake up one day to find a panel of experts holding a press conference about your impact on the nation's rivers and old-growth forests.

Domino's exemplifies the low-profile approach to ecology. "We've seen what happened to other companies that started waving banners," says Hull. "It turns out more negative than positive. People start turning a magnifying glass on them and saying, 'What about this, this and this?' We just do these things, get them under our belt, so that when the glass is turned on us someday, we'll look pretty good."

Markets for recycling. A more important obstacle to greener dining, say many of the chains surveyed, is the incompleteness of the current solid-waste infrastructure. The right market conditions for recycling currently do not exist in many parts of the country, making it tough for national chains to implement cost-efficient national policies on reprocessing their solid waste.

Once again, polystyrene foam stands out. The food-related polystyrene-recycling industry is in a very early stage of development. Even among the growing ranks who say it can be recycled, foodservice polystyrene has a reputation for being tough to recycle because so few processing facilities currently exist: Only 13 reprocessors now

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WHEN OPERATORS TALK ABOUT WASTE . . .

Many of the top chains cite suppliers as the No. 1 source of their best waste-reduction ideas. A June 1991 survey by the International Foodservice Manufacturers Association identified operators top solid-waste concerns:

1. The need to eliminate excessive packaging.
2. Rising disposal costs.
3. Negative consumer perceptions.
4. Need for recycled content in packages and shipping containers.
5. Impending legislative restrictions on packaging.
6. Limits on trash storage space.
7. The mechanics of setting up recycling or reuse programs.
8. In-house waste separation.
9. Finding out what is recyclable.
10. The desire to make all disposables biodegradable.

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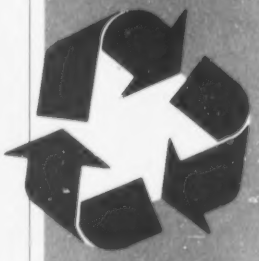
DOMINO'S LOW-PROFILE APPROACH TO ECOLOGY SAYS:



IF YOU PRACTICE IT, THEY WILL COME.

handle polystyrene that has been in contact with food, far fewer than the number recycling and remaking other plastics. Add to this scarcity the cost of teaching customers to sort the recyclables, or of having employees do so in the back, and these figures can put a big dent in any operator's projected cartage savings.

Success has its problems, too. The high 30% to 50% recycling rate for corrugated cardboard is undercutting the price of that commodity, discouraging further recycling. "When we started testing recycling, cardboard was $40 a ton," says Michael Murphy, director of consumer affairs for Randolph, Mass.-based Dunkin' Donuts. "Now it's $20 and falling. It's down to $5 a bale in this area. That's almost more than it costs to bale it." He now is considering getting the franchisee-run distribution centers to dedicate some trucks to hauling cardboard rather than paying someone else.

Even a Dunkin' Donuts test that got consumers to recycle 70% of front-of-the-house waste was discontinued because it did not offset the special handling and hauling costs. "Our franchisees want a cost-neutral program," Murphy says. "We had hoped we could lop enough off the weekly waste pickup to bring costs down to that level." But the income from the sale of recyclable material just did not offset the special handling and hauling costs.

Economic considerations. "Cost neutral" is the key term for ecology in a sluggish economy. Most chains report they are not really determined to pay *less* for recycling; they just don't want to pay *more*. As Arby's Will Fisher, vice president of technical services, says, "We're not putting stuff out at the curb in order to get a check at the end of the week. But if a hauler comes once a month and charges too much, the store managers will balk."

Those balky managers also make companies think twice about the availability of recycled product, further impairing the steady growth of the recycling industry. White says KFC's "single greatest concern" about going to a recycled-paper chicken bucket is the fear of a shortage of recycled paper. "It would be sad to have to switch back six months later," he says. "We want to be sure that when we change, it's a long-term decision."

Unfortunately, the unformed state of the post-consumer infrastructure means that participants might indeed come out in the loss column—until precisely such big companies as those polled for this article begin getting involved. Their publicized commitment to and active participation in solving the solid-waste problem could do a lot to foster the growth of the infant solid-waste-handling industry.

HOW GREEN IS THE PUBLIC?

No one's saying that ecology has dropped off the consumer's radar screen. But chains in the *R&I* survey say environmentalism is mellowing into just one more criterion for many customers, right along with price/value, convenience and nutrition.

Every year since 1986, the research firm Yankelovich Clancy Shulman, New York, has reported the group who says it is "concerned about the environment" has grown larger, to 29% of Americans in '90 from 16% in '86. Every year but this one, that is: This year, the proportion dropped back to 24%. Meanwhile, an August *Wall Street Journal* poll said eight in 10 American voters call themselves "environmentalists," but only five in 10 translated that belief into action by buying a green product during the previous six months.

Easier said than done. Chains point to this dichotomy to explain the lack of consumer-targeted recycling programs. Chains that have tried to get customers to sort their in-house trash report discouraging results. Los Angeles-based Carl's Jr. tested volun-

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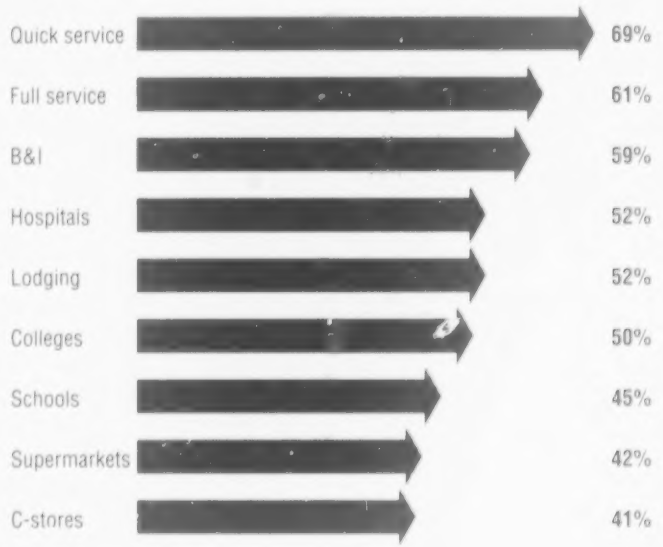
SUPPLY-SIDE ECOLOGY

More than two-thirds of fast-food suppliers report working to slow clients' back-door waste stream by reducing package weight and/or volume.



Source: IFMA 1991 Solid Waste Audit

ENVIRONMENT

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tary paper and plastic recycling in its dining rooms, but discontinued the project in the face of irregular cooperation. Fisher says Arby's test of polystyrene-foam recycling got 80% customer participation in some stores, but only 40% in others. "It was too unpredictable," he says. "Surveys showed 80% of our customers felt good about what we were doing. But between what people say and what they *do*—it was eye-opening."

Still, some companies, notably McDonald's and Burger King, say they will keep testing consumer recycling despite less-than-total compliance, and in the face of the old argument that half of fast-food waste goes out the drive-thru window.

Rules and regs. In a sense, what they say about politics holds true for ecology, too: It's all local. Laws and regulations differ, as do market conditions; and franchisees often must be persuaded, not presumed interested. But experts inside and outside of foodservice think broad statewide waste laws will emerge from the present localized confusion, forcing both the markets and the franchising rules to change.

PREPARING FOR ACTION

Preparing for these coming effects demands a highly centralized effort *now*. For one thing, many companies are in relative darkness about the size and nature of their own waste stream, and it takes a highly organized, unified effort to analyze a company's trash output. McDonald's found that 80% of its waste came from behind the counter; that might not be true of another chain.

Spread the word. Once the waste problem is described, companies must find out what individual stores are doing now to solve it and then spread that expertise among other operations. Unit managers and franchisees aren't solid-waste experts, nor should they have to be. They should be able to draw on corporate headquarters as a clearinghouse for data and practical suggestions. For example, ARA put its accounts into an environmental database and linked managers to a consultant hot line with advice on waste haulers and recyclers around the country.

Instead, as noted earlier, most companies spread ecological responsibilities out among several departments or hand them to executives with other duties, such as purchasing and operations. All too often, those other tasks demand active management, daily decisions and round-the-clock monitoring. Put next to these more urgent, less abstract concerns, environmental issues can fade into invisibility. They demand special scrutiny, a long view though a wide-angle lens.

Ecological ombudsmen. Without a designated ecology ombudsman, you "risk losing your focus on environmental initiatives," says Domino's Hull. "The environment is always in the background, and you know you ought to be paying more attention to it. But if it's not screaming at you, you naturally turn to the things that are, whether it's government regulation or minority employment or minors in the workplace. You tend to pick up the pot that's boiling over."

Environmental solutions don't always balance out on the profit-and-loss statement. When managers have to decide which of two competing projects is worth their scarce resources, says KFC's White, they often choose the one with the most clear-cut return on investment—and ecology is never clear-cut. "It's so difficult to quantify ecological values, to put your hands around something real," he says. "Many people are just more comfortable going straight to the bottom line."

"A lot of these changes involve a whole range of functions within the company," adds KFC spokesman Dick Detweiler. "Dedicated people, whose sole job is to be advocates for a more ecologically sound company, can be engines for driving the cause." **R&I**

LET *R&I* HEAR FROM YOU

To compile this survey, the editors gave each company a one-page list of recycling programs, source-reduction measures, disposal innovations, the introduction of reusables and in-store ecology. The chains were asked to check off those initiatives in which they or any of their franchisees were currently engaged. Where necessary, editors followed up that questionnaire with at least three phone contacts, and usually more.

Despite these efforts, some companies did not respond to our questions—and their columns are blank. In addition, because of a lack of a single corporate office or administrator for environmental affairs, some of our respondents might not have been fully informed about waste programs in their companies. If any of the companies contacted for this article would like to update the status of their waste programs or believe they have been misrepresented, they can reach *R&I* Editor-in-Chief Michael Bartlett by calling (708) 635-8800; or they can contact the magazine by fax at (708) 635-6856.

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